

THE MODEL OF INTEGRATION OF ELECTRONIC GOVERNMENT AND ELECTRONIC BUSINESS IN PUBLIC PROCUREMENT

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ABSTRACT

The article deals with the relation of electronic government (further – e.government) and electronic business (further – e.business) in public procurement. A special focus is on the theory analysis of e.government and e.business, on the legal regulation of public procurement in the European Union (further – the EU). The authors of the article analyse public procurement paying attention to the Lithuanian membership experience in the EU. They also state the arising problems and difficulties in public procurement. The state of small and medium-sized business (further – SMB) in the process of implementing public procurement is discussed, too.

KEY WORDS: *electronic government, electronic business, public procurement, transparency.*

JEL CODES: D72, D73, D79, H83.

Introduction

The commercialization of the internet environment has caused the appearance of new business models. It has been started to discuss the integration possibilities of e.government and e.business, hence new appeared business models have successfully been added to the already existing models of traditional business; at the same time giving the enterprises the possibility to lower the production costs, to increase the efficiency of production and service sphere, and, of course, to improve the quality. E.business and e.government are integrate part of modern economy, called knowledge economy. These two elements of economics appeared together with information orientation, when more than a decade ago the world's community was introduced and started to use the internet. It is often said that namely growth of the information technologies will decide the growth of world countries' economics.

Practical meaning of the paper. Even though there have been many discussions in the society about of e.government and e.business integration possibilities, problems in public procurement, however, electronic public procurement as the integration result of e.government and e.business requires a greater attention of theoretics and practitioners. Thus, it is an actual problem to evaluate current situation in the field of public procurement and to identify the most faced problems. The field of public procurement has to become a really existing income source not only for the big business structures, but also for the small and medium-sized business. The practice of public procurement is quite new in the public sector, however it is worldwide known about the complicated regulation, coordination and control of this process.

The aim of the article is to analyse the relation of e.government and e.business in public procurement, evaluating theoretical and legal context of the EU as well. The object of the research is the e.government

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and e.business in public procurement. Following methods have been employed while preparing the article: logical analysis and synthesis, comparative analysis, analysis of scholastic literature, analysis of legal basis and analysis of internet sources.

1. Definition of e.government and e.business concept

The e.government model is defined as domination of means of information management and establishment of modern public administration style that meets the needs of information society. Investment into the creation of e.government is justified by aiming the more comfortable access to services of government institutions for citizens and business.

E.government is the phenomenon of growth of social relation regulated by national and self-governing institutions. This phenomenon aims to increase the transparency of decision making by executive government, to deliver more qualitative and efficient public services and information to society and business subjects by applying the possibilities presented by information technologies. E.government also includes applying intranet, extranet, internet and mobile technologies (further – ICT) in the activity of national institution, by aiming transformation of its relation with citizens, business and other national institutions. ICT may be applied aiming various aims of activity: more quality in service of citizens and business, delivering public services, more intense collaboration with business, enhancing citizens by improving delivery of information about the executive activity of public sector, more efficient management of public sector, etc. Applying of ICT enhances decrease of corruption, increase of national management transparency, strengthening of trust in government, decrease of the public sector activities' costs and more income to the national budget (The World Bank, n. d.). Not only the supply (the readiness of institutions to afford services), but also consumers enterprises and citizens are of great importance in this context. What concerns the readiness of consumers to receive electronic services, the situation is limited by two factors- technological (owning of PC and internet access) and psychological and cognitive factors (the wish to use and the ability to use it).

E.government's aims can be linked to the four models of services by e.government:

- Government to Business (G2B) – security of accessing the public information and affording services for business; securing access to public information and providing public services for business; *organising public procurement on the internet*;
- Business to Government (B2G) – use of public information and electronic public services delivered on the internet; *participating in public procurement using special electronic system*;
- Government to Employee (G2E) – creation and support of the system of applying officials; creation and support of system for information exchange among officials inside each institution;
- Government to Government (e.government) (G2G) – creation and support of data exchange system between different national institutions (Domarkas, Lukoševičienė, 2006; Henderson, Venkatraman, 1993; Zhou, 2001).

According to various theoretics, models of e.government maturity can be classified thus marking the importance of e.government for small and medium-sized business' participation in electronic public procurement (Table 1). *In narrower sense*, e.government is a national institute of information infrastructure which ensures a comfortable access to public information and exchange, and delivers public services on the basis of information technologies. *In broader sense*, e.government is defined as the phenomenon of growth of social relations regulated by national and self-governing institutions. This phenomenon aims to increase the transparency of decision making by executive government, to deliver more qualitative and efficient public services and information to society, business subjects and institutions by applying the possibilities presented by information technologies (Limba, 2004). It is possible to state that transfer of public procurement onto electronic environment is linked to human capital resources, technological abilities of public sector and the interest of business subjects in participation in public procurement.

Table 1. Analysis of e.government maturity models

E.government maturity models	Researcher, year
<ol style="list-style-type: none"> 1. Online presence 2. Basic capability 3. Service availability 4. Mature delivery 5. Service transformation 	Accenture, 2003
<ol style="list-style-type: none"> 1. Citizens/employees (business) are able to search for the information on the internet 2. Mutual (two-sided) communication between institution and citizens (business) 3. Fully automate delivery of services for citizens and business 4. Process changes in national management and administration (electronic vote and the like) 	Chen, 2002
<ol style="list-style-type: none"> 1. A great supply and demand in electronic public services 2. Exchange of data and information between national institutions, aiming to decrease the time of performing activity processes and to exchange experience 3. Ability to assess the results of one's activity using various monitoring systems (e.g. balanced system of indicators) 4. High-level management of information technologies, oriented to monitoring of current activity processes and improvement of their quality by the help of appropriate technologies 	Hodgkinson, 2002
<p>Model of strategical compatibility suggested for business and later transferred to e.government.</p>	Henderson ir Venkatramann, 1993

Sources: Accenture, 2003; Chen, 2002; Henderson, Venkatraman, 1993; Hodgkinson, 2002

T. Limba (2004) paid greater attention to the creating and adopting characteristics of e.government service models. A comparative analysis of models of e.government services was carried out on this purpose, using the five levels of transferring the public services to the internet. The model of public sector processes' recreation completeness (further – PSPRC) differs in its customer-orientation, but not the orientation of technological integration. Whereas Hiller & Belanger model is important for implementing of electronic procurement for there is set subject interaction government to business and business to government aspect in this model. Stage models are called *electronic ladder* models due to their feature in following stages, it means when rising up, of integrating achievements of previous stages, and of widening them and improving as well. Each level is characterized by greater grade of integration and interaction on the internet (Goldkuhl, Persson, 2006). All the models of e.government differ in poor functionality characteristic, while the last level is characterized through integration of all governing levels (local and other government institutions, physical and legal subjects). Carried out the assessment of the stage model of services in comparative aspect has shown advantages and drawbacks of these models. It has to be noted that it would not be possible to find absolutely perfect and ideally suitable models for the systems of public administration of the whole world in theoretical works as well as in practical works. Integration of various e.government stages is a complicated

process requiring not to integrate the higher stage without implementing the lower stage. This is more likely linked to questions of technological solutions and, of course, to multiple social matters (Table 2).

Table 2. E.government stage models comparison

	ANAO (Australia)	SAFAD (Sweden)	Lee & Layne (the USA)	PSPRC	Hiller & Belanger
I	Statistics and similar* information, queries	Statistics and similar* information, queries	Statistics and similar* information, queries	Statistics and similar* information, queries**, data basis access IIS***	Statistics and similar* information
II	Access of the data basis	Queries**, access of data basis	Identifying personal identity, delivery of services	Identifying personal identity, intranet and internet interface	Queries
III	Identifying personal identity, delivery of services	Identifying personal identity, delivery of services	IIS*** (through levels)	Intranet and internet are connected	Identifying personal identity, delivery of services
IV	IIS***	IIS***	IIS*** (through functions)	Mobility of authorized information	IIS***
V	Does not exist	Does not exist	Does not exist	Does not exist	Political involvement

* Newsletters, document forms, linked legal acts etc.

** Queries for officials through e-mail.

*** IIS – integration of institutional systems.

Source: Limba, 2009

A. Persson and G. Goldkuhl introduce the Hiller & Belanger model analysis, that influences further identifying principles of e-procurement and their explanation (Table 3).

Table 3. Hiller & Belanger model: government – business and business – government aspect

	Stages				
	I	II	III	IV	V
Type	<i>Information</i>	<i>Mutual Communication</i>	<i>Transactions</i>	<i>Integration</i>	<i>Political Involvement</i>
Government to Business	Legal acts; procurement suggestions	Revision of procurement suggestions	Tax payment; investment and payments	All legal information at one place; commerce place	Lobbying
Business to Government	Rules of inside order	Informing municipalities in electronic way	Electronic transfers by funds	–	–

Source: Persson, Goldkuhl, 2005

The implementation of Hiller & Belanger model in the aspect government to business and business to government is in complex related with solutions of governing institutions, their strategies, legal acts and performed activities that are related with electronic public procurement. Integration of various directions of activity into the electronic environment helps the collaboration of governing institutions and business subjects when

aiming the satisfaction of public interest. It has to be noticed that there is no communication between the two sides at the first stage because simply information about public procurement is proposed. The following stages are continuation of previous stages and the transfer of public procurement into electronic environment is theoretically possible already from the second stage where there exists mutual communication, later merging into transactions, integration and, finally, political involvement.

The benefit given by e.government is inseparable from new possibilities and challenges to business (especially to SMB), from greater demand in delivered service, and from the growth of Gross Domestic Product (GDP) (Schubert, Häusler, 2001). Electronic means are necessary when aiming to lower the expense of the state and to ensure public procurement processes to proceed more efficient and transparent. Thus, it is purposefully to create projects oriented to optimization of public procurement and increasing efficiency for SMB while integrating e.government and e.business. Integration of e.business and e.government is related with new possibilities for governing structures. Firstly, e.government becomes closer to citizens and business structures, government's strategy has to transform its infrastructure, government's processes and culture; and to direct delivered service to promoting business and collaboration of public and private sectors. E. government has a direct interaction with e.business, thus, there can be seen the pressure on business enterprises imposed by state's policy as well as new possibilities for the SMB to join the competitive market. Electronic public procurement is an alternative to processes going in electronic commerce, thus, it can be noticed that efficient mechanism of electronic public procurement ensures not only implementing of public politics aims, but also decides on the extent of national budget. It is possible to single out 4 principles of e.government: creation of services for citizens, increase of government and its service access, involving various social groups and more efficient storing of information and its use. Implementing of service models – government to business and business to government – provided by government executing and participating in electronic public procurement, reflects one function of e.business (Figure 1).

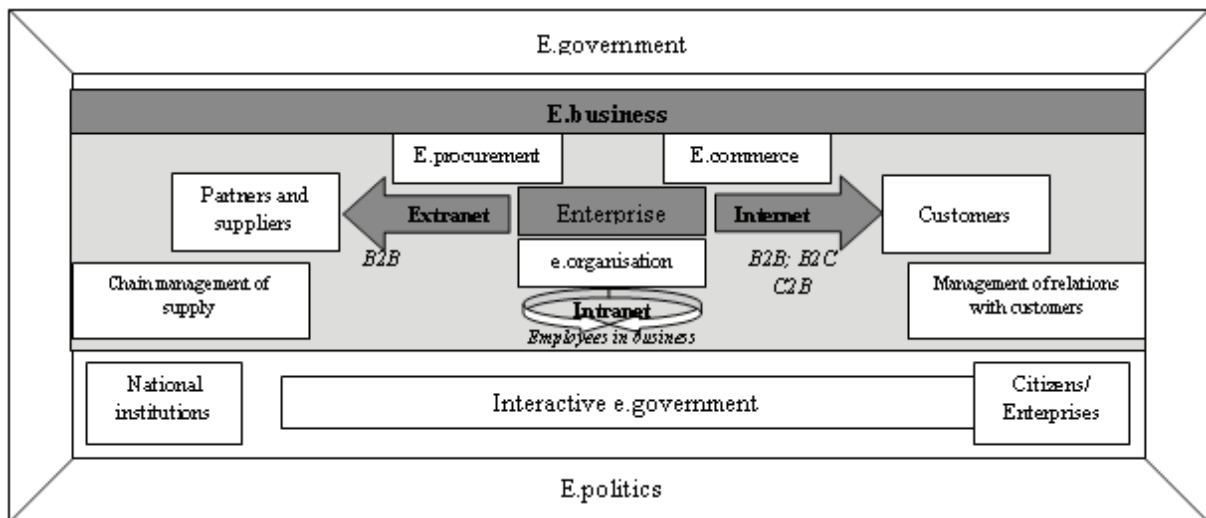


Fig. 1. Integration possibilities of e.government and e.business models

Source: Schubert, Häusler, 2001

E.business and e.government can involve various spheres of information change and interaction. *E.business* describes procurement and selling of products, services and information, customer service, collaboration with partners, signing contracts in electronic way and other business support using telecommunication nets (Chaffey, 2006). It is pursued to connect or combine with enterprise systems of product designing, scientific research, marketing, realization, delivery and service. E.business models are traditionally classified according to interest groups participating in the business, thus, *3 models of electronic business* are

singled out: *Business to Business, B2B; Business to Consumer, B2C; Consumer to Consumer, C2C* (Beynon-Davies, 2007; Jovarauskiene, Pilinkiene, 2009).

Stages of e.business are analogous to stages of traditional business. The main difference is that business process takes place in the cyber space, i.e. marketing, financial analysis, ordering of products, conducting documents, payment, transportation can be performed in the electronic way (Beynon-Davies, 2007; Chaffey, 2006). Many stages of electronic business and influencing factors are interconnected. I.e., increasing competition improves consumer service, and shortened delivery chain makes goods or services cheaper. Spheres of e.business and e.government are especially important to state's modernisation and growth of knowledge economy (Prins, 2002).

To conclude, it is possible to state that e.government and e.business are related in some sense because successful and profitable business depends on decisions made by the government and the character and form of delivered public service. It has to be noticed that economical fluctuations depend on growth of business partially, thus, in longer perspective government has to concentrate on integration possibilities of e.business and e.government, already met in reality.

2. Specifics of legal regulation of public procurement in the EU and its basic principles

The legal basis of the EU public procurement is made up of directives, regulations, decisions, communiques, interpretative documents and other EU legal acts. Directives of rights protection are based on three basic principles of suppliers' rights protection: *efficiency, non-discrimination* and *procedure autonomy*. Efficiency principle defines workable preview of procurement organizations' decisions and their correspondence to the EU legal acts, their legal assessment carried out by qualified institutions. In accordance with this principle, 2 stages of actions of institutions that examine arguments, can be envisaged: immediate examination of public procurement arguments and prosecution of decisions made. The essence of non-discrimination principle is that procurement organizations cannot make decisions or perform procurement procedures which would discriminate suppliers. This principle is set and stressed in the Case Law of European Justice. The last principle – the principle of procedures autonomy – means that rights protection directives leave the member states the right of discretion to choose the procedures of arguments examination and means of judicial impact. Directives give the member states the right to decide on means to implement the goals of directives in the most efficient way. Following this principle, the majority of the EU member states set various systems of argument examination (Bovis, 2006; Soloveičikas, 2008).

The EU directives regulate the public procurement process and procedures prosecuted in a routine way and applying the new practice- electronic public procurement. The European Parliament, the EU Council and the European Commission correlate passing purposive legal acts in the field of public procurement. The European Parliament and the Council of the EU are the most active institutions in procedure of passing directives because the regulation of public procurement depends on their political guidelines and the envision of common perspectives.

The Directive by the European Parliament and the EU Council Nr. 2004/18/EB regulates that public procurement contracts made in member states have to meet the principles foreseen in the contract (*free movement of goods, freedom of establishment and free movement of services*) and therefore arising *principles of equality, non-discrimination, mutual recognition, proportion and transparency*. If the value of goods, services or labour in public contracts exceeds a certain sum, in accordance with these principles it is advisable to set harmonisation of national procedures, when concluding contracts, in the EU extent. The effectiveness of these principles is ensured in this way, and conditions for competition in public procurement are designed. The directive of the European Parliament and the EU Council Nr. 2004/17/EB enhances obligatory control of public procurement procedures, because there exists reticence of markets due to special or exclusive right of member states to regulate the nets, to provide them or to maintain them.

It has to be accentuated that regulations are obligatory and directly applied in all member states since the day they became effective and they have the same power as the national laws. Regulation becomes effective in all EU states at the same time for all physical and juridical subjects since its publishing in an official publication of European Communities or since the date indicated in the regulation. Another legal document of importance- the Euro-

pean Committee Regulation of 7th September, 2005 (EB) Nr. 1564/2005 sets standard forms used for publishing information related with public procurement procedures in accordance with directives of the European Parliament and the EU Council 2004/17/EB and 2004/18/EB. Meantime, the regulation of the European Commission on 10th November, (EB) Nr. 1150/2009 introduces new corrections into public procurement. The regulation by the European Parliament and the EU Council of 26th October, 2005(EB) Nr. 1888/2005 (entrance to the EU of the Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia and Slovakia) seeks development of coordinated regional statistics as well as proper classification of EU regions in accordance with NUTS classificatory. Terminology of public procurement is of great importance when integrating into international market, therefore regulations about common public procurement dictionary have been adopted in the EU (CPPD).

A special place in implementation perspective of electronic public procurement is taken by communiques and interpretative documents in context of which it is possible to envisage the demand in reduction of administrative load for collaboration of public institutions in the EU member states with SMB in the field of electronic public procurement. The European Commission passes communiques not only due to setting of values of proper limits but also due to concrete actions in the field of electronic public procurement integration and in the field of implementation of public and private partnership. It should be noted that the communique of European Commission on 29th December, 2004 introduces an action outline for implementation of the new legal system of electronic public procurement as a part of legal package of directives Nr. 2004/18/EB and Nr. 2004/17/EB. This communique states that electronic public procurement would decrease government's costs to 5 %, costs of contract concluding for buyers and sellers meantime would decrease to 50–80 %. The interpretative communique by the European Commission of 5th February, 2005 regards application of Community Legal Acts regulating public procurement and concessions for officially certified partnership of public and private sector names fields, where electronic public procurement is mentioned as a result of successful partnership. The communique “i2010 e.government outline of actions: acceleration of the e.government development in Europe for the good of all” of the European Commission of 25th April, 2006 to the EU Council, the European Parliament, the European Committee of Economics and Social Affairs and Regional Committee identifies the reform field of e.government – electronic public procurement. In accordance with the EU Law, Governments are promoted to seek and implement more transparent public procurement policy, because it is necessary to implement new technologies in public procurement while going to the knowledge economy. The communique of the European Commission of 25th June, 2008 to the EU Council, the European Parliament, the European Committee of Economics and Social Affairs and Regional Committee “Let's think about the small first” under European initiative “Small Business Act” states the possibility for active business people to use all possibilities introduced by globalization and rapid technological changes. One principle out of ten indicated in this communique is application of means by state's policy to the needs of SMB: facilitation of SMB participation in public procurement and more purposeful application of support means by state for SMB. This initiative by the European Commission mentions the Codec's of Good Experience which advices procuring organizations on how to apply the EU public procurement system, creating more favorable conditions for SMB participation in public procurement procedures.

3. Peculiarities of functioning of system of electronic public procurement

Currently, creation of information society has become to one of the main priorities in the EU. Works of great importance in creating information society have started in the last decade. Information society is the means and the way to achieve many goals of the EU. To the year 2010 all the EU states had to have established electronic public procurement systems and perform at least 50 % of procurement in electronic environment. Of great importance to the economics of the EU and Lithuania is the participation of suppliers in other countries' public procurement, for it ensures their competitiveness to the European extent (Beynon-Davies, 2007; Palubinskas, 2008).

Electronic public procurement systems are being implanted seeking to implement the most important instructions by the authorities. The demand in electronic public procurement systems and their tools in public organisations have attained great attention in the business practice and in the academic literature (Bof, Pre-

vitali, 2007). Seeking to identify the principles of public procurement functioning it is necessary to primarily realize how the information system of public procurement works (Figure 2).

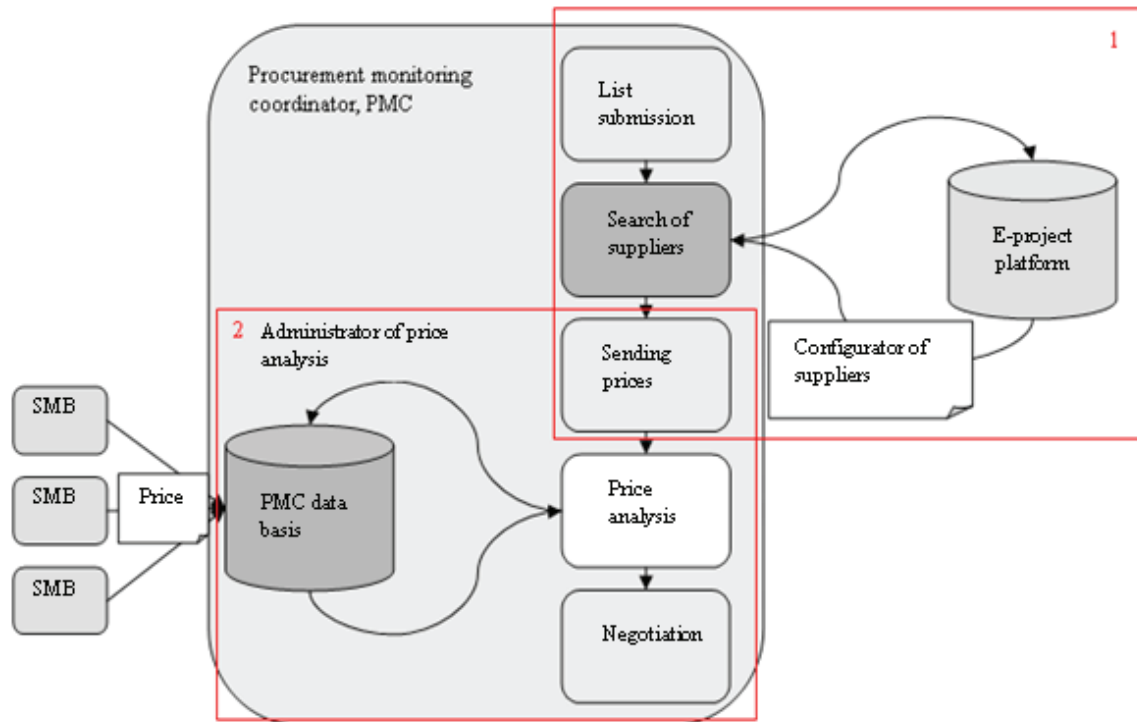


Fig. 2. System of public procurement configurator

Source: modified in accordance with Gatautis, n. d.

In accordance with the introduced system of configurator of public procurement, it should be noted that procurement monitoring coordinator has to perform a group of complex functions which are related with further implementation of public procurement. Firstly, a concrete platform or strategy of electronic project has to be designed with the help of which it would be possible to configure procurement and suppliers. The primary information comes from SMB enterprises. Their representatives express their wish to participate in electronic public procurement by suggesting price of the goods or services. The price gets straight to the procurement monitoring coordinator's data basis. Attention is paid to all technical documents in the public procurement process, therefore supplier's abilities of participation in electronic public procurement is of great importance. It is obligatory to consider some aspects: whether the supplier is able to offer the whole complex of goods or services necessary for the procurement organisation at a concrete moment (e.g. building, partial building, products and materials at all levels, and the like); whether the supplier is able to offer specific services (e.g. planning, design, engineering calculations and the like); whether the procurement organisation is on the beneficial side of investment or the investing subject; whether it is necessary to purchase the required goods or service, or maybe there is the possibility to rent it (Neef, 2001; Vitkauskaitė, Gatautis, 2008). Technological processes in the following step of electronic public procurement configurator system proceed in the procurement monitoring coordinator's environment. Procurement monitoring coordinator's data basis processes the information by the administrator of price analysis and in this way rates the suppliers in accordance with the price they suggest (Gatautis, Vitkauskaitė, 2009; Seppa, Damaskopoulos, et al., 2007). It has to be noted that procurement monitoring coordinator administrates the introduction of the list of performed public contest, search of suppliers, transmission and analysis of prices and negotiation. The winner of electronic public procurement is elected at the last stage of negotiation.

Scientific literature marks that *electronic public procurement differs in these aspects*: basic features and functions of procurement; types of procurement; benefit for the procurement organisation and supplier; ope-

rating resource management; integration of rules for electronic public procurement in business; guidelines of programs and strategies and functions of strategical procurement; relationship between procurement organisation and the supplier; dynamism of price marketing (Song Yong, Rao, Braynov Sviatoslav, 2004; Ta, 2007). After reviewing the possibilities of electronic public procurement it is possible to presume that electronic information system of public procurement is able to reduce manifestation of corruption possibilities because thorough information about public procurement being performed and reports of performed public procurement are published in the electronic environment.

4. Perspectives of integration of e.government and e.business in public procurement

After commercializing the electronic environment and after appearance of new models of business it is important to foresee the perspectives of integration of e.government and e.business into public procurement. It is impossible to create a separate model of public procurement for business organisations and public institutions for there exist common principles for organising public procurement and participating in this process. This section introduces the common model of public procurement (Figure 3).

Public procurement can be described as procurement of goods, services or working activities performed by a national institution (procurement organisation) in accordance with the order set by the laws. The aim of this procurement is contracting an agreement of public procurement – sale with an enterprise (supplier). Therefore, it is of great importance to divide the concept of public procurement into three stages: 1) planning procurement including identification of procurement demand; 2) organising and performing of procurement procedures, and making an agreement of public procurement; 3) implementing of a public procurement agreement. It should be accentuated that people do sometimes not realize that they are the cause for problems in the process of public procurement, therefore, participation in electronic public procurement is able to help business organisations and public sector solve these problems as well as create value-added. It is necessary to promote society to get interested in the problem of transparency in public procurement stressing that successful fight against this problem of transparency depends on the wish of society to resist it. Anti-corruption education, complex implementation of principles of effectiveness, efficiency and transparency is able to concentrate public and private sectors and civil society in seeking to simplify and improve public procurement procedures through the implementation of the e.government and e.business concept.

Public procurement attitudes validated in regulations and directives by the EU are difficult to implement practically. In order to avoid collisions of applying regulations and directives by the EU in Lithuanian Law, integration of these legal acts into one law is necessary. This law would not allow the appearance of corruption in public procurement. The necessity of integrating these legal acts for the Seimas of the Lithuanian Republic is decided by the diverse interpretation of the law attitudes. The public procurement organisation and its implementation process introduced in the Public Procurement Law of the Lithuanian Republic is excessively standardized. It is possible to state that improvement of law basis of public procurement is obligatory because inflexibility of the Public Procurement Law of the Lithuanian Republic is an obstacle for the business participation in public procurement.

One of the main e.government and e.business integration possibilities is application of equal standards for suppliers by the procurement organisations and control in centralized public procurement system. *The Government of the Republic of Lithuania* has to promote municipalities to sustain the status of municipality and the place engaged in a concrete region of Lithuania by providing autonomy to municipalities. The preventive policy by the Government of the Republic of Lithuania is the obligatory condition seeking the creation of civil society and SMB participation in public procurement. Providing more freedom to the municipalities would be purposeful, properly following the legal basis of the country, however, extending this freedom at the level of municipality (e.g. The Self-governing Law of the Republic of Lithuania, The Public Procurement Law of the Republic of Lithuania). Having revealed proceedings of corruptional character, *municipality administration director* would have to eliminate state officials and politicians from performing of public procurement procedures, impose money charge of corresponding amount or exclude from the post. Increasing responsibility of procurement organisations would help solving the problem of corruption in public procurement.

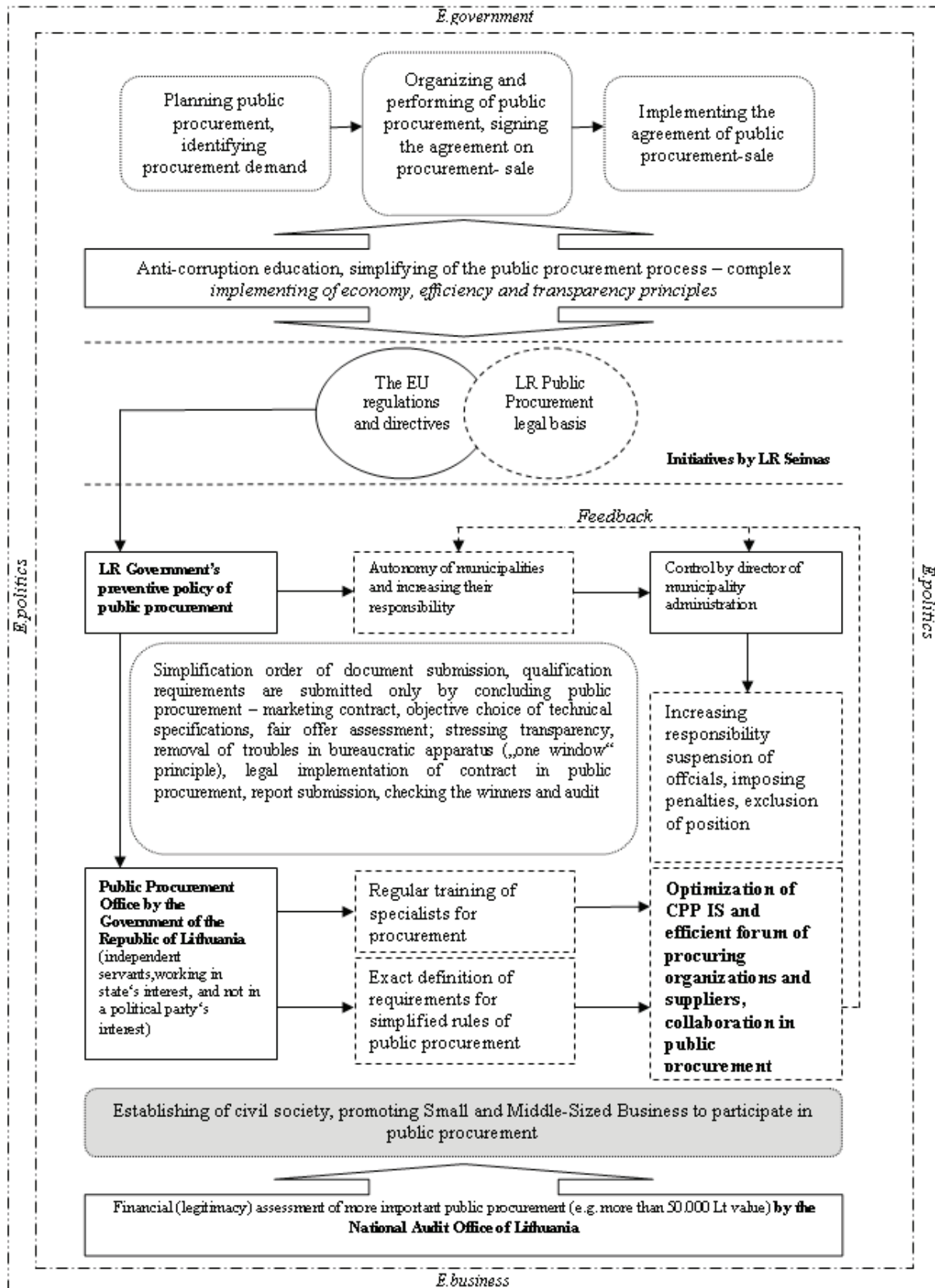


Fig. 3. Integration possibilities of e.government and e.business: public procurement model

Source: designed by the author

The efficiency of Public Procurement Office often is assessed due to the change of political parties in the government. It is complicated to measure the efficiency of Public Procurement Office as only the results of concrete sociological research are able to reveal possible corruption cases in Public Procurement Office, in its controlled national institutions and organisations. There is not much information about Public Procurement Office violations, and the number of concrete violations is not being identified. *Public Procurement Office by the Republic of Lithuania* trying to exploit the possibilities, given by the Information System of Central public procurement have to initiate regular training of specialists of procurement organisations.

After reviewing electronic public procurement system it is possible to conclude that centralized public procurement simplify procedures for business. Although technical possibilities allow to perform all public procurement procedures in electronic environment, set in the Public Procurement Law of the Republic of Lithuania, however, in order to reduce the chain of this process, illegal agreements between procurement organisations and suppliers are possible. *National Audit Office of Lithuania* is advisable to perform financial (legitimacy) assessment of more important public procurement (e.g. more than 50.000 Lt Value).

It has to be stressed that while improving public procurement procedures and integrating e.government and e.business it is obligatory to simplify the order of submitting documents from suppliers; qualification requirements have to be submitted only by making a public procurement – sale agreement, eliminating bureaucratic troubles in this way. Selection of technical specifications has to be objective (not written purposefully after choosing the supplier); offers have to be assessed objectively and transparently. Implementation of „one window“ principle and of public procurement agreement, report submission, check of winners and audit are obligatory perspectives of improving public procurement, potential after implementation of previously mentioned suggestions.

Electronic measures help not only to reduce national expenses and ensure the public procurement processes to proceed more efficient and more transparent, but also to engage business (especially SMB) promoting public and private partnership, the presence of public interest's preference and accountability regard society. The result of public procurement optimization and its efficiency increase are establishing system of electronic public procurement and diversification of its tools demand in public environment in order to attract business people's attention. Although electronic public procurement differ in basic features and functions of procurement and its types, benefit for the procurement organisation and the supplier, and operating resource management, integration of electronic public procurement rules would promote implementation of advanced national programs and strategies.

Generalising the improvement possibilities of public procurement order, it is possible to state that corruption in public procurement can be reduced only assessing personal priorities, orienting activity towards legal basis of public procurement. Institutional budget has to be planned and saved, ethical principles have to be followed and general anti-corruption culture has to be established. State officials, politicians and business people have to assess contribution of tax payers, on which depends efficiency of executive government and achievement of tasks set. It should be noted that implementation of public procurement order depends on maturity of civil society, of interest in corruption problem, therefore, in order to seek efficient implementation of non-corruption programs it is important to speak about corruption as one of the biggest economical and social problems as well as to take mentioned prevention measures.

Conclusions

E.government is the means to implement reform of state governing, therefore, it is possible to efficiently establish its ideological foundation by the use of information technologies. This foundation is inseparable from orientation towards consumer and application of business governing models in the work of public institutions. Membership in the EU opens for Lithuania great possibilities in the field of electronic public procurement, therefore, it is possible to assume that integrating the EU legal basis into state's national law gives possibilities to country's business people to compete and gain advantage over other suppliers. It has to be emphasized that due to the absence of industrial and production sector to wide extent, corresponding

contracts among procurement organizations as well as among suppliers are possible. While promoting transparency of public procurement process, it is important not only to realize the problem of corruption, but also publishing of concrete violations, implementing of prevention program of corruption, integrating practical problems of public procurement and legal basis as well.

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ELEKTRONINĖS VALDŽIOS IR ELEKTRONINIO VERSLO INTEGRAVIMO Į VIEŠUOSIUS PIRKIMUS MODELIS

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Santrauka

Interneto terpės komercializacija paskatino kurti naujus verslo modelius. Pradėta diskutuoti apie elektroninio verslo (toliau – e.verslas) ir elektroninės valdžios (toliau – e.valdžia) integravimo galimybes, todėl nauji verslo modeliai sėkmingai papildė jau egzistavusius tradicinio verslo modelius, kartu suteikė įmonėms galimybę sumažinti sąnaudas, padidinti gamybos ir aptarnavimo efektyvumą ir, žinoma, kokybę. E.verslas ir e.valdžia yra sudėtinė šiuolaikinės ekonomikos, vadinamos žinių ekonomika, dalis. Šie du žinių ekonomikos elementai atsirado kartu su informacijos sklaida, kai šiek tiek daugiau nei prieš dešimtmetį pasaulio visuomenė išvydo ir pradėjo naudoti internetą. Neretai sakoma, kad būtent informacinių technologijų plėtra nulems pasaulio šalių ekonomikos augimą.

Praktinė darbo reikšmė. Nors apie e.valdžios ir e.verslo integravimo galimybes, viešųjų pirkimų problematiką visuomenėje nemažai diskutuojama, tačiau elektroniniams viešiesiems pirkimams, kaip e.valdžios ir e.verslo integravimo rezultatui, reikia skirti daugiau teoretikų ir praktikų dėmesio, todėl aktuali problema – įvertinti esamą viešųjų pirkimų situaciją ir nustatyti problemas, kurių dažniausiai kyla. Viešųjų pirkimų sritis turi tapti realiai egzistuojančiu pajamų šaltiniu ne tik didelėms verslo struktūroms, bet ir smulkiam bei vidutiniam verslui (toliau – SVV). Viešųjų pirkimų praktika yra gana nauja viešajame sektoriuje, tačiau visame pasaulyje žinomas sudėtingas šio proceso reguliavimas, koordinavimas ir kontrolė.

Straipsnio tikslas – išanalizuoti e.valdžios ir e.verslo santykį vykdant viešuosius pirkimus, įvertinus teorinį ir teisinį ES kontekstą. Tyrimo objektas – e.valdžia ir e.verslas viešuosiuose pirkimuose. Rengiant straipsnį taikyti šie tyrimo metodai: loginė analizė ir sintezė, lyginamoji analizė, mokslinės literatūros, teisinės bazės, internetinių šaltinių analizė.

PAGRINDINIAI ŽODŽIAI: *elektroninė valdžia, elektroninis verslas, viešieji pirkimai, skaidrumas.*

JEL KLASIFIKACIJA: D72, D73, D79, H83.